

REVEREND CLERGY, DISTINGUISHED MEMBERS OF THE CITY COUNCIL, SCHOOL COMMITTEE, ELECTRIC LIGHT COMMISSION, LIBRARY TRUSTEES, PUBLIC OFFICIALS, FAMILY, FRIENDS AND CITIZENS OF PEABODY. IT IS A DISTINCT PRIVILEGE AND HONOR FOR ME TO STAND BEFORE YOU AS YOUR MAYOR AT THIS, THE 35TH INAUGURAL IN THE HISTORY OF OUR CITY.

THROUGH OUR DEMOCRATIC PROCESS, THE CITIZENS OF THIS COMMUNITY HAVE SELECTED US AS THEIR LEADERS. IN DOING SO, THEY HAVE PLACED THEIR FAITH AND CONFIDENCE IN US TO DIRECT THE AFFAIRS OF OUR CITY IN A FAIR, HONEST AND EFFICIENT MANNER. IT IS INCUMBENT UPON US TO FULFILL THIS TRUST.

THESE ARE DIFFICULT TIMES FOR LOCAL GOVERNMENT. THE COMPLEX ISSUES WE ARE CONFRONTED WITH OFTEN REQUIRE TOUGH DECISIONS THAT PLEASE SOME, BUT CAN CREATE ILL FEELINGS ON THE PART OF OTHERS. TO RECEIVE 84% OF THE



VOTES CAST IN THE LAST ELECTION IS EXTREMELY GRATIFYING TO ME. I HOPE IT IS AN EXPRESSION OF THE BELIEF THAT NO MATTER HOW UNPOPULAR THE DECISION OR POLICY, MY ADMINISTRATION HAS ACTED ACCORDING TO WHAT WE SINCERELY BELIEVE TO BE THE BEST INTERESTS OF THE CITY.

THE INAUGURAL IS A TIME TO REFLECT ON OUR PAST AND SET OUR GOALS FOR THE FUTURE. OUR GOAL TO MAKE GOVERNMENT RESPONSIVE TO THE NEEDS OF PEOPLE AND IMPROVE THE QUALITY OF LIFE IS FIRST AND FOREMOST. SUCCESS IN ACHIEVING THIS GOAL CAN ONLY BE MET BY WORKING TOGETHER. I WOULD THEREFORE LIKE TO TAKE THIS OPPORTUNITY TO THANK THE CITY COUNCIL, SCHOOL COMMITTEE, THE VARIOUS DEPARTMENT HEADS, PUBLIC OFFICIALS, BOARDS, COMMISSIONS, STATE AND FEDERAL OFFICIALS AND OTHER INDIVIDUALS AND GROUPS BOTH PUBLIC AND PRIVATE. YOU HAVE ALL WORKED WELL OVER THE LAST TWO YEARS TO PROVIDE A SMOOTH FUNCTIONING MUNICIPAL GOVERNMENT.



AT THE 1982 INAUGURAL CEREMONY, WE ANNOUNCED A NUMBER OF SPECIFIC GOALS. WE DESCRIBED OUR PLANS FOR A NEW COMPUTER SYSTEM, A PERSONNEL DEPARTMENT, A REORGANIZATION OF THE ASSESSORS OFFICE AND CONSOLIDATION OF OTHER DEPARTMENTS. WE DISCUSSED OUR GOALS FOR ECONOMIC DEVELOPMENT AND REVITALIZATION. WE ENUMERATED OUR CONCERNS ON MUNICIPAL FINANCE AND A NUMBER OF OTHER ISSUES. I AM PLEASED TO STATE THIS MORNING THAT MOST OF WHAT WE SET FORTH HAS BEEN ACCOMPLISHED AND WHAT REMAINS IS IN THE PROCESS OF BEING ACHIEVED.

FINANCING MUNICIPAL GOVERNMENT IS ONE OF THE MOST DIFFICULT TASKS COMMUNITIES FACE. PEABODY HAS DONE WELL IN LIGHT OF ALL THE CONSTRAINTS PLACED ON IT BY PROPOSITION 2½. IN 1984, OUR TAX LEVY IS \$2,265,000 LESS THAN IN 1980 AND WE HAVE CONTINUED TO PROVIDE ESSENTIAL SERVICES. WE HAVE ACCOMPLISHED THIS DESPITE STAGGERING INCREASES IN PENSION AND



HEALTH COSTS AND INCREASES IN SALARIES AND BENEFITS AWARDED IN COLLECTIVE BARGAINING AGREEMENTS. FOR EXAMPLE, HEALTH INSURANCE COSTS ROSE DURING FISCAL 1984 BY AN INCREDIBLE 1.1 MILLION DOLLARS FOR MUNICIPAL AND SCHOOL EMPLOYEES. OUR PENSION ASSESSMENT OVER THE PAST TWO YEARS HAS RISEN IN EXCESS OF \$940,000.

THESE INCREASES IN FIXED COSTS HAVE TO BE COMPARED WITH OUR ABILITY TO PAY. UNDER PROPOSITION 2½ WE CAN, BY LAW, ONLY INCREASE OUR TAX LEVY BY APPROXIMATELY \$500,000 TO \$600,000 PER YEAR. SIMPLE MATHEMATICS WILL SHOW OUR BUDGETARY DILEMMA. ON THE ONE HAND FIXED COSTS IN THE HEALTH AND PENSION AREA HAVE RISEN OVER THE LAST TWO YEARS BY 2.5 MILLION DOLLARS, WHILE OUR TAX LEVY HAS ONLY BEEN ALLOWED TO INCREASE SLIGHTLY OVER 1 MILLION DOLLARS. WE HAVE BEEN ABLE TO PAY OUR BILLS TO THIS POINT BECAUSE OF INCREASES IN STATE AID AND INCREASES IN ASSESSED VALUATION



PRIMARILY AT CENTENNIAL INDUSTRIAL PARK. BUT STATE AID IS SOMETHING WE HAVE NO CONTROL OVER AND GROWTH AT CENTENNIAL PARK IS BY AND LARGE OVER.

THE MESSAGE SHOULD BE CLEAR TO ALL. THIS IS A NEW ERA OF MUNICIPAL FINANCE. WITH ESCALATING FIXED COSTS AND LEGAL LIMITS ON OUR ABILITY TO RAISE TAXES, THE ONLY WAY WE CAN AVOID A FISCAL CRISIS IS TO GAIN TIGHTER CONTROL OVER OPERATING COSTS, BETTER PERSONNEL MANAGEMENT, AND BY TAKING A LONG HARD LOOK AT FUTURE COLLECTIVE BARGAINING AGREEMENTS.

CONCERNING OPERATING EXPENSES, WE HAVE ALREADY TAKEN STEPS TO MONITOR ALL DEPARTMENT BUDGETS ON A QUARTERLY BASIS AND IN SOME CASES WEEKLY.

CENTRALIZATION OF OUR DATA PROCESSING WILL RESULT IN COST SAVINGS.

COLLECTIVE PURCHASING HAS ALSO REDUCED OUR COSTS. INNOVATIVE MANAGEMENT TECHNIQUES IN THE HANDLING OF CITY FUNDS HAS MAXIMIZED INVESTMENT RETURN.



JOHN RYAN, DIRECTOR OF FINANCE, HAS DONE AN OUTSTANDING JOB IMPLEMENTING THESE AND OTHER COST SAVING MEASURES. BUT IN THE FUTURE EACH DEPARTMENT HEAD MUST TAKE MORE RESPONSIBILITY MANAGING THE RESOURCES IN HIS OR HER DEPARTMENT. I CAN NOT AND WILL NOT TOLERATE ANYTHING LESS.

IN THE AREA OF PERSONNEL MANAGEMENT, TO ACHIEVE BETTER WORKER PRODUCTIVITY, WE HAVE INSTITUTED BETTER CONTROLS OVER ATTENDANCE BY CITY WORKERS. WE WILL CONTINUE OUR NEW PROGRAM OF IN-HOUSE TRAINING SEMINARS FOR MANAGERS SO THEY WILL BE BETTER EQUIPPED TO DEAL WITH EVERYDAY PERSONNEL ISSUES. OUR NEW PROGRAM FOR ADMINISTRATION OF HEALTH BENEFITS HOPEFULLY WILL STABILIZE COSTS IN THIS AREA.

IN TERMS OF COLLECTIVE BARGAINING, OUR PRIMARY GOAL HAS BEEN TO KEEP PEOPLE EMPLOYED, THEREBY PRESERVING OUR ABILITY TO DELIVER SERVICES.



IT IS IMPERATIVE THAT MANAGEMENT AND UNIONS WORK TOGETHER TO STRIKE A BALANCE BETWEEN FULL EMPLOYMENT AND ADDITIONS TO THE CURRENT BENEFITS PACKAGE. THE BOTTOM LINE IS THAT ANY FUTURE AGREEMENTS WHICH INCLUDE ADDITIONAL BENEFITS THAT ARE BEYOND OUR ABILITY TO PAY, WILL RESULT IN A REDUCTION IN THE WORK FORCE.

I DO NOT WISH TO BE A PROPHET OF GLOOM BUT THESE ARE THE SIMPLE BUDGETARY FACTS THAT WE ARE DEALING WITH. I HAVE SUGGESTED IN A BROAD WAY THE STEPS AND POLICIES I INTEND TO PURSUE IN 1984 TO DEAL WITH THIS TOUGH FINANCIAL PICTURE. I WELCOME (AND I SAY THIS WITH ALL SINCERITY,) ANY CONSTRUCTIVE SUGGESTIONS FROM DEPARTMENT HEADS, UNION MEMBERS OR ANY ELECTED OR APPOINTED OFFICIALS ON ALTERNATIVE APPROACHES TO MEETING OUR FISCAL RESPONSIBILITIES. BUT I WANT TO MAKE IT CLEAR THAT WHEN THE TIME COMES FOR DECISION MAKING, I WILL TAKE WHATEVER COURSE IS SHOWN TO BE PRUDENT AND NECESSARY TO AVOID AN EMBARRASSING FINANCIAL CRISIS THAT WILL



DESTROY THE IMAGE WE HAVE WORKED SO HARD TO ATTAIN. IN REGARD TO OUR CITY'S IMAGE, WE MADE A COMMITMENT IN OUR FIRST INAUGURAL TO WORK TOWARD IMPROVING IT AND THAT WE WOULD NOT TOLERATE ANY ACTIVITIES THAT WOULD TARNISH OUR CITY'S IMAGE. I BELIEVE THE RECORD SPEAKS FOR ITSELF AND WE WILL CONTINUE TO DEAL FIRMLY WITH THOSE WHO WOULD ATTEMPT TO TAKE ADVANTAGE OF THE CITY.

WITH REGARD TO THE ECONOMIC AND PHYSICAL DEVELOPMENT OF OUR CITY, THE INAUGURAL PROVIDES AN OPPORTUNITY FOR US TO COLLECTIVELY RECOUNT SUCCESSES AND REAFFIRM OUR COMMITMENT TO ATTAIN GOALS NOT YET REACHED.

THE FIRST PRIORITY OF THIS ADMINISTRATION SINCE TAKING OFFICE IN 1979 HAS BEEN THE RENEWAL OF PEABODY'S ECONOMIC BASE. IN JANUARY OF 1982, I STATED THAT COMPLETION OF CENTENNIAL INDUSTRIAL PARK WOULD REMAIN A PRIORITY OF THE CITY. IN THE TWO YEARS THAT HAVE PASSED, WE HAVE SOLD AN ADDITIONAL 50 ACRES OF LAND BRINGING A TOTAL OF 2.5 MILLION DOLLARS IN LAND SALES,



IN THE PROCESS OF DEVELOPING CENTENNIAL PARK, THE CITY HAS ATTRACTED OVER 13 MILLION DOLLARS IN UDAG FUNDING WHICH WILL PROVIDE US WITH A LOAN FUND OVER THE NEXT 30 YEARS TO FINANCE FURTHER ECONOMIC DEVELOPMENT.

IN ORDER TO CONTINUE TO ENCOURAGE GROWTH, THE CITY MUST LOOK BEYOND CENTENNIAL PARK TO OTHER AREAS WHERE THERE IS AN UNDERUTILIZATION OF LAND AND BUILDINGS SUITABLE FOR MORE INTENSIVE ECONOMIC ACTIVITY. CLEARLY THE ROUTE 1 CORRIDOR STUDY, NOW BEING CONDUCTED BY THE COUNCIL AND THE COMMUNITY DEVELOPMENT DEPARTMENT, SHOULD YIELD A ZONING, FINANCING AND CAPITAL IMPROVEMENTS STRATEGY FOR ATTRACTING NEW DEVELOPMENT.

THERE ARE OTHER SITES WHICH, FOR ONE REASON OR ANOTHER, ARE NOT FULLY DEVELOPED. THE CITY WILL INTENSIFY ITS EFFORTS TO ASSIST THE OWNERS OF THESE PROPERTIES WITH TECHNICAL EXPERTISE, MARKETING AND FINANCING.



OVER THE NEXT SEVERAL MONTHS, I WILL CONTACT THESE PROPERTY OWNERS, AND DISCUSS WITH THEM WAYS IN WHICH THE CITY CAN GET THEIR PROJECTS MOVING. FOR OUR PART, WE WILL BRING TO THESE DISCUSSIONS THE SAME TEAM OF PLANNING, GRANTSMANSHIP, ENGINEERING, DESIGN AND MARKETING EXPERTISE WHICH HAS WORKED AT THE PARK. HERE I WANT TO MAKE IT CLEAR THAT WE DON'T HAVE ALL THE ANSWERS BUT WE WILL HELP THOSE WHO GENUINELY WANT ASSISTANCE. HOWEVER, I FIRMLY BELIEVE THAT A STRONG PARTNERSHIP BETWEEN THE CITY AND THE PRIVATE SECTOR IS AN UNBEATABLE COMBINATION THAT WILL YIELD NEW ECONOMIC GROWTH FOR THE CITY AND FINANCIAL RETURNS FOR BUSINESS PEOPLE.

IN JANUARY OF 1982, I SET FORTH AS ANOTHER IMPORTANT GOAL THE REVITALIZATION OF OUR DOWNTOWN BUSINESS DISTRICT AND NEIGHBORHOODS. COMMUNITY PRIDE AND IDENTITY ARE THE MOTIVATING FORCES BEHIND SUCH AN ENDEAVOR. THE INGREDIENTS FOR A SUCCESSFUL DOWNTOWN REVITALIZATION PROGRAM ARE THREE:



1. IMPROVEMENTS TO DOWNTOWN STREETS, SIDEWALKS, PARKING FACILITIES AND OTHER AMENITIES.

2. PROMOTION OF BUSINESS EXPANSION AND INVESTMENT.

3. PRESERVATION OF HOUSING STOCK AND THE HISTORICAL AND ARCHITECTURAL RESOURCES THAT MAKE THE CITY UNIQUE.

RELATIVE TO THE INFRASTRUCTURE IMPROVEMENTS, I REPORTED IN MY JANUARY 1983 MID-TERM THAT OUR URBAN SYSTEMS PLAN FOR THE TOTAL RECONSTRUCTION OF WASHINGTON AND WALNUT STREETS WAS AT THE MASS. DEPARTMENT OF PUBLIC WORKS FOR REVIEW. IN SEPTEMBER 1983, WE RECEIVED A FUNDING COMMITMENT FROM THE COMMISSIONER OF THE DPW AND AT THIS TIME 2.6 MILLION DOLLARS OF STREET IMPROVEMENTS ARE BEING PREPARED IN A BID PACKAGE FOR CONSTRUCTION IN THE SPRING. MORE WORK NEEDS TO BE DONE TO BRING THE BALANCE OF OUR 4.6 MILLION DOLLAR DOWNTOWN PROGRAM TO THE FUNDING STAGE, BUT WE ARE HALF WAY HOME AT THIS POINT.



CONSTRUCTION IS NEARLY COMPLETED ON 130 ADDITIONAL OFF-STREET PARKING SPACES MADE POSSIBLE BY A \$220,000 GRANT FROM THE COMMONWEALTH OF MASS. IN 1984, THE COMMUNITY DEVELOPMENT DEPARTMENT WILL BE WORKING ON NEW PLANS FOR THE FURTHER EXPANSION OF OUR OFF-STREET PARKING SUPPLY. A PROPOSAL SHOULD BE READY FOR CITY COUNCIL CONSIDERATION IN LATE SPRING.

THE YEAR 1983 SAW THE SUCCESSFUL UDAG FUNDING OF THE LARGEST SINGLE PUBLIC PRIVATE INVESTMENT IN DOWNTOWN SINCE TANNERY 1 AND 2 - THE THREE MILLION DOLLAR MAIN STREET MARKET PROJECT. IN 1984, THIS ADMINISTRATION WILL CONTINUE TO PLACE A HIGH PRIORITY ON THE PURSUIT OF SUCH SPECIAL PROJECTS WHICH EXEMPLIFY THE TYPE OF INVESTOR CONFIDENCE WE NEED TO REBUILD OUR DOWNTOWN. I BELIEVE THE CITY IS UNIQUELY POSITIONED TO HELP LOCAL BUSINESS PEOPLE INVEST IN OUR DOWNTOWN. WE ARE AGAIN UDAG ELIGIBLE. THERE ARE A VARIETY OF STATE SOURCES OF FINANCING THAT OUR STAFF CAN HELP



THE PRIVATE SECTOR TAP INTO. INTEREST RATES ARE THE LOWEST SINCE \_\_\_\_\_.

WE HAVE A VARIETY OF TOOLS ALREADY IN PLACE SUCH AS THE FACADE LOAN PROGRAM. HOWEVER, WE NEED MORE PROJECTS AND MORE DEVELOPERS AND NOW IS THE TIME TO MAKE YOUR INVESTMENT PLANS A REALITY.

IN TERMS OF PRESERVATION OF HOUSING STOCK, 1983 SAW THE CONCLUSION OF A 1.1 MILLION DOLLAR HOUSING REHABILITATION PROGRAM WHICH BROUGHT 350 UNITS LOCATED IN OUR OLDER NEIGHBORHOODS UP TO CODE. FORTUNATELY, THE COMMUNITY DEVELOPMENT DEPARTMENT WAS SUCCESSFUL IN RECEIVING ANOTHER \$400,000 WHICH WILL ALLOW THE PROGRAM TO CONTINUE UNTIL SEPTEMBER, 1984. THESE FUNDS WILL BRING ANOTHER 150 UNITS UP TO DECENT AND SAFE LIVING STANDARDS. THE DEPARTMENT HAS ALSO PURSUED OTHER SOURCES OF HOUSING FINANCING - NOTABLY \$540,000 IN HUD 312 AND \$350,000 IN UDAG FUNDS WHICH WILL ADD ANOTHER BADLY NEEDED 50 UNITS TO THE RENTAL HOUSING STOCK IN THE DOWNTOWN. IN



1984, THE DEPARTMENT WILL PURSUE THE REZONING OF DOWNTOWN TO ALLOW NEW RESIDENTIAL USE WHICH WILL NOT ONLY INCREASE THE SUPPLY OF HOUSING IN PEABODY'S TIGHT MARKET, BUT ALSO PROVIDE OWNERS OF SECOND AND THIRD STORY SPACE A MARKETABLE USE.

AS I HAVE PREVIOUSLY STATED, THE GOAL OF DOWNTOWN REVITALIZATION SPRINGS FROM OUR SENSE OF COMMUNITY PRIDE. WHETHER WE REALIZE IT OR NOT, THE PHYSICAL APPEARANCE OF OUR COMMUNITY SPEAKS VOLUMES ABOUT HOW WE SEE OURSELVES. THE IMAGE WE PRESENT TO OUTSIDERS IS NOT ALWAYS OBVIOUS TO OUR CITIZENS WHO TRAVEL OUR STREETS DAILY AND PERHAPS HAVE GROWN ACCUSTOMED TO EYESORES AND BLIGHTED AREAS. IN 1983, I INITIATED, WITH THE CITY COUNCIL AND VARIOUS CIVIC ORGANIZATIONS, THE "PRIDE IN PEABODY" PROGRAM. THIS EFFORT HARNESSSED THE RESOURCES OF CITY GOVERNMENT, LOCAL BANKS AND SOCIAL ORGANIZATIONS (ESPECIALLY THE BOY SCOUTS AND GIRL SCOUTS)



INTO A MASSIVE SPRING CLEANUP OF THE MAIN THOROUGHFARES AND ENTRY POINTS TO OUR CITY. I WAS PERSONALLY GRATIFIED BY THE RESPONSE WE RECEIVED.

THIS COMING YEAR, WE WANT TO DO AN EVEN BETTER JOB AND I AM GOING TO BEGIN PLANNING NOW FOR OUR 1984 "PRIDE IN PEABODY" CLEANUP AND BEAUTIFICATION. THIS YEAR I WILL ESPECIALLY URGE BROADER PARTICIPATION BY OUR BUSINESS COMMUNITY.

IN ADDITION TO THE VISUAL APPEARANCE OF OUR COMMUNITY AND THE NEED FOR PHYSICAL CLEANUP, 1984 BECOMES A TIME FOR ASSESSING THE CONDITION OF THIS CITY'S PHYSICAL PLANT - ITS PUBLIC BUILDINGS, CAPITAL EQUIPMENT AND INFRASTRUCTURE.

IT IS MY INTENTION TO IMPLEMENT A RATIONAL CAPITAL IMPROVEMENTS PLANNING PROCESS BY ESTABLISHING A REVIEW COMMITTEE WHOSE PRIMARY FUNCTION WILL BE THE DEFINITION, ASSESSMENT, AND RANKING IN TERMS OF NEED OF VARIOUS PROJECTS THROUGHOUT THE CITY. I WILL CHARGE THIS COMMITTEE WITH THE



RESPONSIBILITY OF PRESENTING TO ME A PLAN TO FINANCE THESE IMPROVEMENTS. I WILL REQUEST AN APPROPRIATION THAT WILL MAKE PROFESSIONAL ENGINEERING, ARCHITECTURAL, AND FINANCIAL EXPERTISE AVAILABLE TO THIS COMMITTEE TO ASSIST THEM IN THEIR TASK. BY HAVING A 5 YEAR CAPITAL IMPROVEMENTS PLAN IN PLACE, WE SHOULD BE ABLE TO TAKE FULL AND EFFECTIVE ADVANTAGE OF NEW FUNDING SOURCES WHEN THEY BECOME AVAILABLE.

THIS PROCESS CAN BE UTILIZED IN PARKS AND RECREATION, PUBLIC SAFETY, SCHOOLS, PUBLIC SERVICES, AND LIBRARIES. FOR EXAMPLE, OUR NEW AND CAPABLE DIRECTOR OF PUBLIC SERVICES, JOHN SEITES, HAS RECENTLY SUBMITTED TO ME AN IN-DEPTH STUDY FOR WATER QUALITY AND DISTRIBUTION, INCLUDING A COMPLETE LIST OF IMPROVEMENTS AND ASSOCIATED COSTS. THIS WILL REQUIRE SUBSTANTIAL FUNDING AND WE WILL, IN THE NEAR FUTURE, BE SUBMITTING A REPORT TO THIS HONORABLE BODY FOR FUNDING.



THE NEXT TWO YEARS WILL BE EXTREMELY IMPORTANT FOR OUR SCHOOL SYSTEM. THERE WILL BE MANY MAJOR DECISIONS THAT HOPEFULLY WILL MAKE OUR SYSTEM STRONGER. THE NEW SUPERINTENDENT HAS OUTLINED HIS GOALS WHICH INCLUDE GREATER COMMUNITY PARTICIPATION, ASSESSMENT ACTIVITIES, CURRICULUM DEVELOPMENT AND IMPLEMENTATION, GRADE ORGANIZATION AND MANY OTHERS WHICH I BELIEVE WILL ALLOW THE SCHOOL COMMITTEE TO MAKE BETTER DECISIONS. I LOOK FORWARD TO WORKING WITH THE SCHOOL COMMITTEE TO REACH THE VARIOUS GOALS. I BELIEVE THERE IS A NEW ATTITUDE EVIDENCED BY THE MANY PARENTS WHO ARE NOW TAKING AN ACTIVE PART IN SCHOOL RELATED ACTIVITIES. CLEARLY, A SPIRIT OF COOPERATION BY ALL WILL GO A LONG WAY TO ENHANCE OUR SCHOOL SYSTEM.

OUR LEGAL DEPARTMENT, UNDER THE ABLE LEADERSHIP OF LARRY O'KEEFE, HAS BEEN AN INTEGRAL PART OF EVERY SINGLE ISSUE THAT I HAVE TOUCHED UPON IN THIS INAUGURAL. IT IS NOT AN UNDERSTATEMENT TO SAY THAT <sup>NINE</sup>~~NINE~~ OF THE



ACCOMPLISHMENTS THAT I HAVE ENUMERATED BY ANY OF THE CITY DEPARTMENTS  
COULD HAVE BEEN ACHIEVED WITHOUT THE TYPE OF HIGH CALIBER LEGAL EXPERTISE  
AND COMMON SENSE ADVICE THAT WE RECEIVE FROM OUR STAFF OF SOLICITORS.  
WHETHER IT INVOLVES THE NEGOTIATION OF PURCHASE AND SALES AGREEMENTS AT  
CENTENNIAL PARK, GUIDANCE ON ZONING ISSUES, ISSUANCE OF LICENSES,  
RESOLUTION OF COMPLEX SOLID WASTE DISPOSAL PROBLEMS OR ISSUES RELATED TO  
BONDING, RETIREMENT BOARD OR OTHER AREAS OF MUNICIPAL FINANCE, OUR CITY  
ATTORNEYS WORK VERY HARD TO SEE THAT THE PUBLIC IS GETTING A FAIR SHAKE.  
BY THE VERY NATURE OF THEIR WORK, THE LEGAL DEPARTMENT HAS REMAINED IN THE  
BACKGROUND BUT I HOPE NO ONE IN THIS CITY UNDERESTIMATES THE INVALUABLE  
CONTRIBUTION AND SERVICE THEY HAVE PROVIDED.

I WANT TO TAKE THIS OPPORTUNITY TO PUBLICLY CONGRATULATE THE BOARD OF  
ASSESSORS AND THEIR STAFF FOR GUIDING THE CITY THROUGH THE DIFFICULT  
PROCESS OF BOTH REVALUATION AND CLASSIFICATION AS MANDATED BY STATE LAW.



STAFFING CHANGES MAY HAVE TO BE MADE IN THE NEAR FUTURE TO BE ABLE TO COPE WITH THE COMPLEX PROCESS THAT CONFRONTS THEM.

OVER THE LAST TWO YEARS THE CHALLENGES HAVE BEEN MANY AND WE HAVE BEEN ABLE TO KEEP THINGS TOGETHER FAIRLY WELL. THE NEXT TWO YEARS WILL BE AN EVEN GREATER CHALLENGE TO ALL OF US IN GOVERNMENT. WE WILL NOT BE ABLE TO DO ALL THAT IS ASKED OF US. WE WILL HAVE TO DEVELOP PRIORITIES AND ALLOCATE SCARCE RESOURCES WHERE THEY ARE NEEDED MOST. WE WILL HAVE TO SAY NO TO SOME REQUESTS THAT ARE REASONABLE BECAUSE THERE ARE MORE URGENT NEEDS. THAT WILL TAKE COURAGE AND A WILLINGNESS TO SET ASIDE PETTY POLITICS. WE ARE GOING TO RUN THIS CITY AS A BUSINESS AND WE ARE GOING TO SCRUTINIZE THE EXPENDITURE OF EVERY DOLLAR. I NEED YOUR HELP, YOUR IDEAS, AND YOUR SUPPORT BUT IN THE FINAL ANALYSIS, I AM PREPARED TO TAKE WHATEVER STEPS NECESSARY TO ASSURE THAT OUR COMMUNITY PROSPERS AND DOES NOT FALL

